







2017 Fast Facts	5
Message from the Mayor	6
Message from the Town Manager	8
White City Municipal Council	10
Organizational Framework	12
Projects and Strategic Priorities	16
2017 Financial Performance	18
Statement of Public Accounts	31

# The Town of White City

The Town of White City was first established as an organized hamlet in 1959. This makes us one of the youngest towns in the province! For the past 60 years, the town has consistently grown, with the last 10 years seeing the population triple in size making White City one of the fastest growing communities in Canada. From meager beginnings as a cow pasture to today's vibrant and innovative community, many have jumped on the opportunity to call White City home. In fact, we've welcomed over 800 new families to our community in the past 10 years. This is what our community looks like today:



Location:

10 kms (6 mi)

east of Regina, Saskatchewan on the Trans-Canada Highway **Population:** 

3,671

Elected members:

7

Median citizen age:



Average household income:

172,931

5-year population growth rate:

9.85%

Land area:



Acres of park space:

66

km of roads:

30

km of pathways:

12

Number of recreation facilities:

18

**New lots created:** 

20

**Housing starts:** 



2017 building permits:

\$18.5M

Business licenses issued:



Average home value:

\$433K

## Message from the Mayor

On behalf of the Town of White City Council, I am pleased to introduce the 2017 Annual Report. The focus of 2017 was growth, infrastructure, and recreation. Council's vision for the community was to improve the lives of our residents, specifically in those three areas. White City is an attractive area because of our wonderful community and small-town feel. As a council we want to maintain the feeling of our community while we grow and provide the amenities that our residents are asking for.

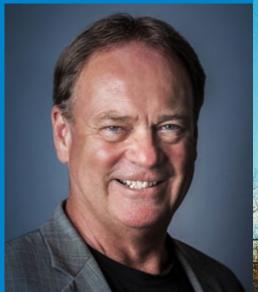
With growth comes the need for planning and the responsibility of government to lead the way to sustainable and managed growth within our community while maintaining our values. In 2017 we developed a strategic plan to set trackable priorities to complement an exceptional level of service. We pride ourselves on being transparent and open to the community, we have a new user-friendly town website and implemented iCompass to make information more accessible to our residents which is important to council. We too are residents of this community and want easily accessible and relevant information for people to be involved in the governance of their community. By providing transparency and open communications to our residents means an honest dialogue can take place about the need for amenities, services and infrastructure in our community.

The completion of the Regina Bypass Project in our area is a terrific addition to our community. The town worked with the provincial government and Regina Bypass Design Builders to make sure this new infrastructure would suit the needs of our community. Working with our regional partners we were able to include the addition of a covered pedestrian walk way on the White City Overpass which will connect

to the Trans Canada Trail. Access to and from our community is now safe, quick and efficient for our community members and we can welcome more visitors to our community events and businesses.

Another important piece of infrastructure for our community is the Waste Water Treatment Plant. WCRM158 Waste Water Authority broke ground on a new \$21.0 million-dollar facility. This new plant is a joint venture between the town and our rural neighbours to provide state of the art waste water treatment for the entire community. The Waste Water Treatment Plant is an environmentally responsible facility and provides the town with the ability to grow our community as new development occurs.

Recreation remains at the forefront of our minds when council thinks of the vision of our community. Providing high quality facilities, services and programming is the ultimate recreation goal in our community. In 2017 we added a new facility, the Double K Outdoor Recreation Facility which serves as an outdoor rink and will continue to evolve into an all-season facility with the addition of basketball hoops. Future plans for this facility include the addition of a Park Pavillion to serve as a warm-up shelter during the winter.



Mayor Bruce Evans

Our recreation department was also busy in 2017 with celebrations for Canada's 150 event. The celebrations came together on June 9th with multiple events including: a Warm-Up Run, Family Fun Day at the town's splash park, Street Dance with a free concert by Brad Johner and the Johner Brothers and a Pyrotechnical Musical Fireworks show to cap off the celebrations with a bang! It was inspiring to see the entire community come together to appreciate our country, town and residents. I'm pleased to note that council has decided to make this an annual Summer Festival event to come together as a community.

With all we have accomplished in the past year we are confident that our vision for the future is coming to pass and we look forward to continuing to build a partnership with the residents in our community and our regional partners.



## Message from the Town Manager

In 2017, administration was focused on the mandate from council to consider growth, infrastructure and recreation as priorities for the year. To accommodate the growth of our community, administration undertook an internal process and organizational review to focus on changing the way we do business. 2017 was a stepping stone to establish a solid administrative foundation to provide exceptional service and plan for the future of our community.

With the guidance of long-term staff and experienced leaders, we added new positions such as full-time receptionist, development officer, manager of governance and legislation and office manager to improve service levels and establish our customer service model. Our goal was to create strategic methods to update internal processes and increase our ability to serve residents. With the growth of an organization comes the need to look inward and adapt. We believe the foundations we have built in 2017 will allow our organization to move forward and serve our community with innovation, enthusiasm and efficiency.

2017 was a busy year for administration, our departments worked hard to complete approximately 50 major projects. We provided citizens an improved communications strategy, including new branding, website, social media presence and improved information sharing. We worked toward improving customer service by streamlining the permit procedures and making sure that our bylaws are relevant and representative of the community our residents

want to see. Infrastructure projects include a new Waste Water Treatment Plant, improvement and revitalization of the town's pathway system, municipal road repairs, and the negotiation of a fair and equitable fire protection agreement with our neighbours.

The community was alive with recreational activities for all citizens. We celebrated Canada's 150th Birthday with the Town's inaugural summer festival, which was

"2017 was a busy year for administration, our departments worked hard to complete approximately 50 major projects." -Ken Kolb, Town Manager



Town Manager Ken Kolb

attended by people from all over the community and beyond. We improved the number of programs extended to residents with the expansion of the White City Walks, Forever in Motion and a successful Summer Play Program. 2017 also saw the implementation of a new outdoor recreation facility that will host the town's Winter Festival for years to come.

With the establishment of a strong foundation the town is now looking to the future and how to implement council's vision of the long-term cohesive and well managed growth of our municipality while maintaining the values and qualities that make us a unique and desirable place to live.

The administration staff is looking forward to challenging ourselves to provide even better service and value to this community in 2018 and beyond.



# White City Municipal Council

# Regular Council Meetings: Special Council Meetings: Public Hearings:



Mayor Bruce Evans Elected October 25, 2006

Council Committees: Emergency Measures, Environmental Services, Finance and Administration, Parks, Recreation and Culture, Planning and Development, Protective Services Transportation Advisory, Utilities White Butte Regional Committees: White Butte Regional Planning Committee



#### **Deputy Mayor Howard Slack** Elected October 25, 2000

Council Committees: Finance and Administration,
Planning and Development, Protective Services
White Butte Regional Committees: White Butte
Fire Commission, White Butte RCMP, White Butte
Regional Planning Committee
Regional and Community Boards: Buffalo Plains
Emergency Communication System Board,
WCRM158 Wastewater Management Authority
Inc. Board



**25** 



#### Councillor Scott Moskal

Elected October 26, 2016

Council Committees: Environmental Services, Protective Services, Transportation Advisory

White Butte Regional Committees: White Butte Regional Planning Committee



#### Councillor Rebecca Otitoju

Elected October 24, 2012

Council Committees: Finance and Administration,

Parks, Recreation and Culture

Regional and Community Boards:

White City Museum Committee, White City

Public Library Board



#### **Councillor Andrew Boschman**

Elected October 26, 2016

Council Committees: Finance and Administration, Parks, Recreation and Culture, Planning and Development, Utilities



#### **Councillor Cecil Snyder**

Elected October 25, 2000

Council Committees: Planning and Development, Transportation

Advisory, Utilities

White Butte Regional Committees: White Butte Regional Planning Committee Regional and Community Boards: WCRM158 Wastewater Management

Authority Inc. Board



#### Councillor Henry (Hal) Zorn

Elected October 26, 2016

Council Committees: Health and Safety,

Protective Services, Utilities

White Butte Regional Committees: White Butte

Emergency Measures Organization

Regional and Community Boards: Prairie Valley School Division Board, WCRM158 Wastewater

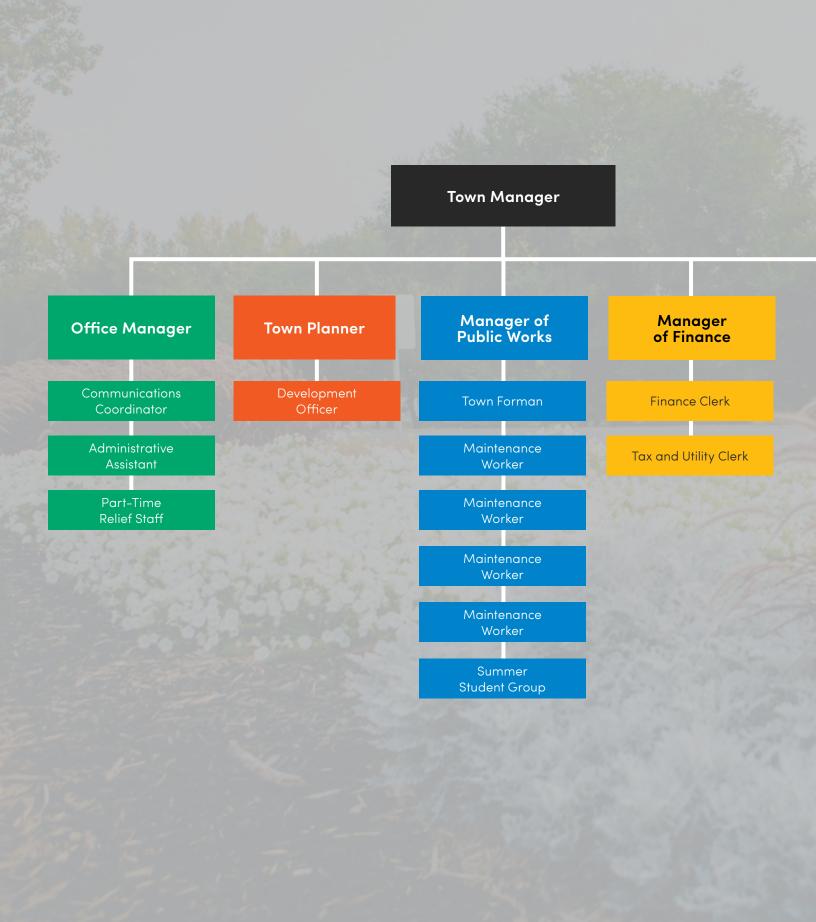
Management Authority Inc. Board







# Organizational Framework





# **Projects and Strategic Priorities**



White City

In 2017, council reviewed its vision for the community and established five key priorities:

3

Support and Promote Regional Cooperation



Create a Safe, Healthy & Vibrant Community

2

**Ensure Responsible** and Balanced Growth

4

Be Responsive and Progressive 5

**Ensure** Operational Excellence



## **Projects and Strategic Priorities**

2017 was a busy year! Our five departments focused on specific goals and together we completed approximately 50 projects to make our community a better place to live and grow our families.



#### Administration:

#### **Goal: improve communications** and community safety.

- a new, user-friendly, easy to navigate town website was developed and launched
- the town's brand was refreshed and relaunched. The new logo abstractly represents the prairie lily found in the town's previous logo and a new tagline 'Your way of life' was introduced. The town has adopted 5 new branding colours to represent our vibrant community and incorporate a modern look and feel to our official communications
- community bylaw enforcement services were expanded to include evening bylaw enforcement patrols to improve community safety
- administration was reorganized to add additional staff which allowed for increased and improved service levels. With guidance from longterm staff, in 2017 administration encouraged the establishment of team development and the culture of running our administration by blending business principles with public administration best practices



#### Planning & Development:

#### Goal: create a strong foundation to facilitate future community growth.

- water drainage systems were updated, and pedestrian pathways were realigned in the Garden of Eden subdivision to improve the drainage of the subdivision and increase the longevity and usability of our pathway system in that area
- building, development and business license processes were redeveloped to improve efficiency and userfriendliness and improve the town's online business directory
- the preliminary design of the lake near the Town Centre was completed which will be the crown jewel of all the community's parks, recreational and gathering places



#### **Public Works:**

- The water treatment plant and water distribution line were upgraded to improve water pressure in many areas throughout the community
- 1.41 kilometres of pathways were paved and restored in 2017 to improve and revitalize the town's pathway system
- 520 meters of town roads were repaired throughout the town to protect and enhance the town's assets and infrastructure
- 215 metres of maintenance dredging was completed on Chuka Creek, and a decorative concrete retaining wall was installed to further enhance the natural beauty of the creek



#### Recreation, Parks & Culture:

Goal: increase recreational opportunities and improve parks and outdoor facilities.

- the Double K Recreation Facility outdoor rink was constructed, adding an additional recreational facility to our community, this facility will be the home of future White City Winter Festivals. Future plans for this facility include the addition of a park pavilion and basketball hoops to become an all-season recreation facility for our community
- ball diamond number three at Serbu Park was upgraded to ensure the playing surface was at the same superior level as diamonds one and two, allowing us to host more provincial ball tournaments
- community beautification in collaboration with the White City Garden Club continued, including installation of new flower pots, benches, garbage and recycling receptacles throughout the community
- the Twinkle Tour holiday light show began; thanks to local community partners the town was able to arrange a bus tour of the community where residents were given a tour of the town and participated in a vote for the best holiday decorations. The tour will be an annual event during the holiday season
- community pride and Canadian heritage was celebrated during the

town's cornerstone event of the year, the 2017 Canada 150 Celebration. Activities included Warm Up Run, Family Fun Day, Street Dance with a free concert by the Johnner Brothers, and a Musical Firework Show. The success of the Canada 150 celebrations will continue annually through the Summer Festival and bring together our community in a summer celebration



#### Fire Department:

Goal: add to fire fighting resources to support proper fire fighter training and increased service levels for the entire community.

- · began planning for a fire and emergency training facility to expand upon the Fire Department's readiness to protect life and property
- entered into a 5-year cost-recovery agreement with the RM of Edenwold to provide fire and emergency protection services to the entire community of White City and **Emerald Park**



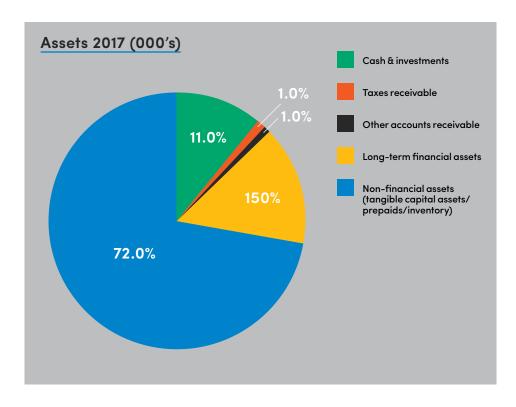
The 2017 Financial Performance report is based on the reporting standards set by the Public Sector Accounting Board and best practices in financial reporting as recommended by the Government Finance Officers Association.

The financial highlights in the following pages of this report have been extracted from the 2017 audited financial statements. Go to whitecity.ca/pages/ budget-finances or phone (306) 781-2355 for a copy of our full audited financial statements.



# **Assets** (What we own)

In 2017, total assets of the Town of White City increased by \$723 thousand. Long-term financial assets saw the biggest increase overall by \$1.7 million which can be attributed to the cash advance to WCRM158 Waste Water Authority as part of our investment into the Waste Water facility. This will be repaid in 2018 when a long-term loan of \$3.5 million is secured.



	20	17	2016		
Assets (What we own)	\$	%	\$	%	
Cash & investments	4,760	11.2%	6,125	14.7%	
Taxes receivable	201	0.5%	200	0.5%	
Other accounts receivable	613	1.4%	607	1.5%	
Long-term financial assets	6,403	15.1%	4,693	11.2%	
Non-financial assets (tangible capital assets/prepaids/inventory)	30,477	71.8%	30,106	72.1%	
Total Assets	42,454	100.0%	41,731	100.0%	

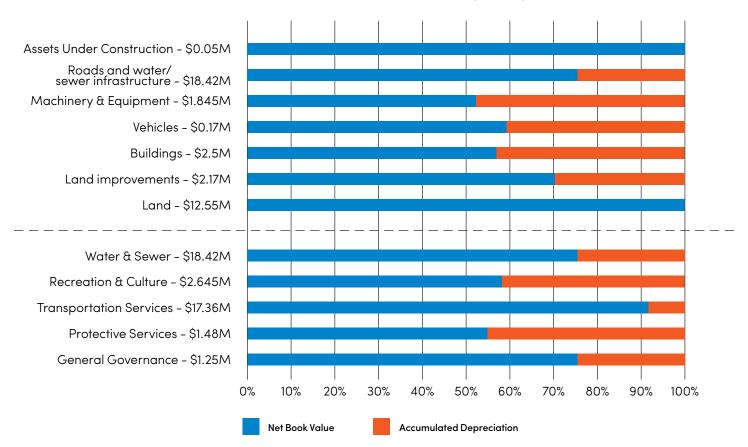
# **Tangible Capital Assets** (TCAs)

Tangible capital assets represent 72% of the total assets owned by the Town of White City (Town) in 2017. The Town invested \$1 million in capital assets in 2017 including, for example, \$76 thousand for library upgrading, \$169 thousand for the Double K Recreation Facility outdoor rink and lighting, \$313 thousand for pavement and drainage repairs to Lott Road and \$172 thousand for water distribution pumps.

The following chart shows both the historical cost and net book value of the Town's tangible capital assets split by asset type for 2017. Historical cost represents the acquisition value of the asset and the net book value represents the acquisition value minus amortization/depreciation accumulated since the asset was acquired.

#### 2017 Tangible Capital Assets

Historical Cost \$37.70M and Net Book Value \$30.45M (in millions)



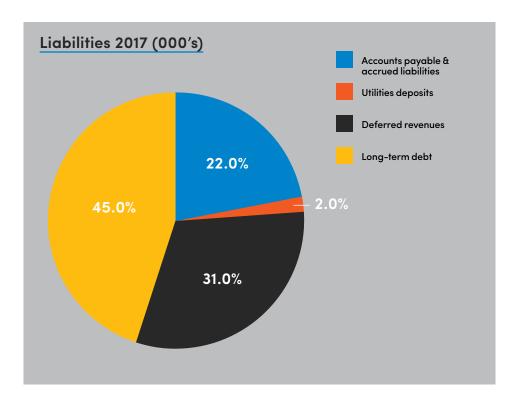


# Liabilities (What we owe)

The Town continues to lower debt through annual repayment. In 2017 the Town decreased long-term debt overall by \$671 thousand.

Deferred revenues consist of revenues that are received in advance of being earned. The large majority of the deferred revenues are unrecognized development levy fees. The development levy fees are for future projects that the Town will need to complete in order to accommodate growth. Once the project is completed, the revenue is recognized. In 2017, more development levies were brought in by the Town then projects were completed, as a result the revenue will be recognized over time in the future.

Long term debt decreased by \$559 thousand due to principal debt repayments of \$467 thousand on the Waste Water Expansion Debenture and \$92 thousand on other loans payable to the Royal Bank. This debt is repaid through specific charges such as local improvement or development levies. The Town does not have any tax supported debt.



	20	2017		16
Liabilities (what we owe)	\$	%	\$	%
Accounts payable & accrued liabilites	1,292	21.9%	1,218	18.6%
Utility deposits	124	2.1%	129	2.0%
Deferred revenues (ex; development levies that haven't been collected yet)	1,798	30.5%	1,979	30.2%
Long-term debt	2,675	45.4%	3,234	49.3%
Total Liabilities	5,889	100.0%	6,560	100.0%

# **Net Worth** (Assets minus **Liabilities**)

In 2017, the Town of White City's financial position, also referred to as net worth, increased by nearly \$1.4 million due mainly to the investment in the WCRM158 Wastewater Authority Inc. Waste Water Treatment Plant.

	2017		201	16
Net Worth (Assets minus liabilities)	\$	%	\$	%
Unappropriated surplus	511	1.4%	1,915	5.4%
Appropriated reserves	1,932	5.3%	1,712	4.9%
WCRM158 Wastewater Authority Inc.	4,511	12.3%	2,393	6.8%
Net investment in tangible capital assets	29,609	81.0%	29,151	82.9%
Total Net Worth	36,563	100.0%	35,171	100.0%
Total liabilities and net worth	42,452		41,731	

# **Year End Operating** Surplus

The financial information in this report was extracted from the Town of White City's Audited Financial Statement's which were prepared on the full accrual basis of accounting. The Town's budgets are prepared on a fund accounting basis where revenues balance to expenses. At the end of 2017, the Town reported an operating fund accounting surplus of \$3.5 million. The surplus was due primarily to expenses being lower than budgeted in utility services for the new wastewater treatment plant contributions.

The chart below summarizes the allocation of the 2017 operating surplus and the transfers to reserves that were funded by the year-end operating surplus:

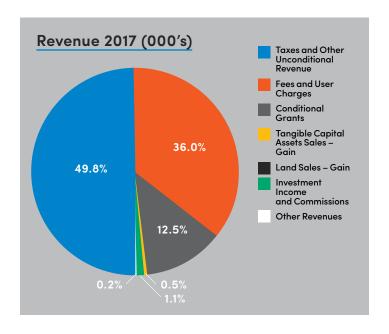
	\$
Year End Operating Surplus	(3,558)
Financial stabilization fund	(206)
Transfers from/(to) reserves	121
Debt issuance	3,652
Surplus/(deficit)	9

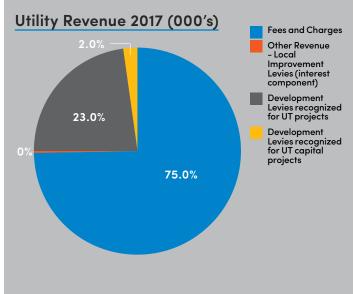


# Revenue (Where the money came from)

Property tax revenue is the Town's largest source of income, accounting for 50% of total revenues or \$3.1 million in 2017. The Town's second largest source of income, accounting for approximately 41% of total revenues or \$2.6 million in 2017 relates to utility services. As seen in the utility chart, 75% of total utility revenue relates to fees and charges including water, sewer, penalties, and dumping which is most of

the total fees and user charges earned by the Town. The Conditional Grants category consists of grants that must be spent on certain projects, as well as development levy fees that are recognized for debt payments and other projects that are completed. This revenue centre increased by more than \$300 thousand in 2017 through lot development fees that were recognized for utility services.



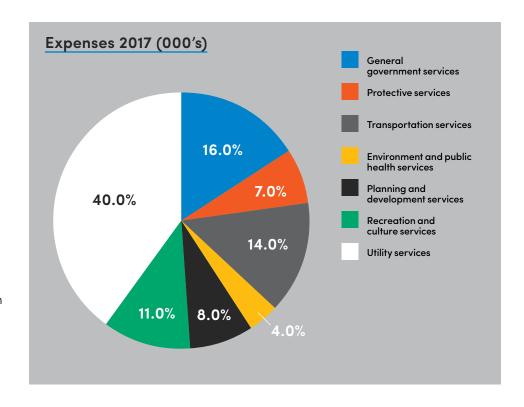


	20	2017		2016	
Revenue (Where money came from)	\$	%	\$	%	
Taxes and Other Unconditional Revenue	3,148	49.8%	2,782	54.2%	
Fees and User Charges	2,274	36.0%	1,747	34.0%	
Conditional Grants	789	12.5%	453	8.8%	
Tangible Capital Assets Sales – Gain	29	0.5%	10	0.2%	
Land Sales – Gain	-	0.0%	5	0.1%	
Investment Income and Commissions	70	1.1%	73	1.4%	
Other Revenues	11	0.2%	66	1.3%	
Total Revenue	6,321	100.0%	5,136	100.0%	

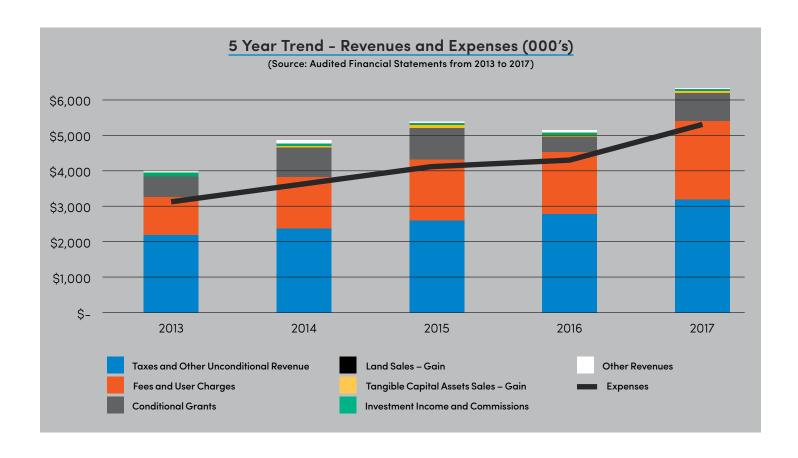
# **Expenses** (What the money was used for)

A significant portion of the Town's expenses are in the area of utility services. Of the total expenses in 2017, 40% relate to utility services. The 40%, or \$2.1 million can be broken down to \$1.29 million on water purchases and connection fees from SaskWater, \$486 thousand to operate the water distribution and wastewater systems, \$256 thousand on amortization and \$115 thousand on interest on long-term debt. These expenses are covered by the water and sewer charges and are not tax supported.

General government service expenses decreased in 2017, but still remained the second highest expense group within the Town. General government services consist of administrative wages and benefits, council remuneration and travel, and professional and contractual services required to operate the Town.



	20	2017		16
Expenses (What the money was used for)	\$	%	\$	%
General government services	852	16.0%	880	20.4%
Protective services	362	6.8%	282	6.5%
Transportation services	738	13.9%	551	12.8%
Environmental and public health services	218	4.1%	215	5.0%
Planning and development services	408	7.7%	106	2.5%
Recreation and culture services	594	11.2%	471	10.9%
Utility services	2,144	40.3%	1,801	41.8%
Total Expenses	5,316	100.0%	4,306	100.0%



Consolidated Revenues by Source	20	17	20	16	20	15	20	14	20	13
Taxes and Other Unconditional Revenue	3,148	49.8%	2,782	54.2%	2,582	48.0%	2,390	49.1%	2,192	54.8%
Fees and User Charges	2,274	36.0%	1,747	34.0%	1,700	31.6%	1,437	29.5%	1,092	27.3%
Conditional Grants	789	12.5%	453	8.8%	947	17.6%	839	17.2%	559	14.0%
Tangible Capital Assets Sales – Gain	29	0.5%	10	0.2%	52	1.0%	20	0.4%	-	0.0%
Land Sales – Gain	-	0.0%	5	0.1%	-	0.0%	-	0.0%	-	0.0%
Investment Income and Commissions	70	1.1%	73	1.4%	76	1.4%	84	1.7%	100	2.5%
Other Revenues	11	0.2%	66	1.3%	24	0.4%	99	2.0%	56	1.4%
Total in Thousands (000's)	6,321		5,136		5,381		4,869		3,999	

Fluctuations in revenue occur throughout the 5-year period mainly due to water and sewer charges increasing with inflation and growth, as well as the recreation fees growing mainly for community centre rentals.

Expenses maintained steady growth mainly due to the increasing population and associated growth-related infrastructure/facilities. The population growth rate of 9.85% has a positive correlation to the expense growth rate due to a higher demand for Town-managed services and maintenance required for Town infrastructure.

### **Consolidated Statement of Financial Position**

	2017	(Restated) 2016
Financial Assets		2010
Cash & Investments	4,759,728	6,124,736
Taxes Receivable - Municipal	200,574	200,143
Other Accounts Receivable	612,951	607,162
Land for Resale	_	-
Long-Term Financial Assets	6,402,618	4,693,223
Debt Charges Recoverable	_	-
Total Financial Assets	11,975,871	11,625,264
Liabilities		
Bank Indebtedness	_	
Accounts Payable	1,292,437	1,217,735
Accrued Liabilities Payable	-	-
Utility Deposits	124,320	129,120
Deferred Revenue	1,798,172	1,978,788
Accrued Landfill Costs	-	-
Other Liabilities	-	-
Long-Term Debt	2,674,907	3,234,039
Lease Obligations	-	-
Liability for Contaminated Sites	-	-
Total Liabilities	5,889,836	6,559,682
Net Financial Assets (Debt)	6,086,035	5,065,582
Non-Financial Assets		
Tangible Capital Assets	30,451,128	30,089,395
Prepayments and Deferred Charges	25,725	16,354
Stock and Supplies	_	-
Other	_	-
Total Non–Financial Assets	30,476,853	30,105,749
Accumulated Surplus (Deficit)	36,562,888	35,171,331

### **Consolidated Statement of Operations and Accumulated Surplus**

	2017 Budget	2017	(Restated) 2016
Revenues			
Taxes and Other Unconditional Revenue	3,135,100	3,148,057	2,782,322
Fees and Charges	2,045,100	2,273,967	1,747,336
Conditional Grants	1,012,800	789,164	452,876
Tangible Capital Asset Sales - Gain	27,000	28,805	9,967
Land Sales - Gain	-	-	5,000
Investment Income and Commissions	61,000	70,117	72,949
Other Revenues	51,300	10,507	66,023
Total Revenues	6,332,300	6,320,617	5,136,473
Expenses			
General Government Services	978,600	851,737	879,545
Protective Services	419,600	361,943	282,399
Transportation Services	916,600	738,056	550,950
Environmental and Public Health Services	242,600	218,159	214,947
Planning and Development Services	342,900	407,781	105,570
Recreation and Cultural Services	642,200	594,205	471,433
Utility Services	5,757,200	2,143,863	1,800,973
Total Expenses	9,299,700	5,315,744	4,305,817
Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions	(2,967,400)	1,004,873	830,656
Provincial/Federal Capital Grants and Contributions	760,900	386,684	269,121
Surplus (Deficit) of Revenues over Expenses	(2,206,500)	1,391,557	1,099,777
Accumulated Surplus (Deficit), Beginning of Year	35,171,331	35,171,331	34,071,554
Accumulated Surplus (Deficit), End of Year	32,964,831	36,562,888	35,171,331

## **Statement of Public Accounts**

#### Mayor and Council Remuneration and Other Expenses

for the year ended December 31, 2017

Name	Title	Title Renumeration		Total
Bruce Evans	Mayor	\$ 21,823	\$ 511	\$ 22,334
Rebecca Otitoju	Councillor	15,223	393	15,616
Andrew Boschman	Councillor	10,570	209	10,779
Henry Zorn	Councillor	15,542	124	15,666
Scott Moskal	Councillor	11,311	219	11,530
Howard Slack	Councillor	18,092	178	18,270
Cecil Snyder	Councillor	17,227	262	17,489
		\$ 109,788	\$ 1,896	\$ 111,684

# Expenditures and Contractual Services over \$50,000

for the year ended December 31, 2017

# Employee Remuneration for the year ended December 31, 2017

Vendor	2017 Total
Prairie Valley School Division	2,301,665
WCRM158 Waste Water	1,988,574
SaskWater	1,589,383
BLS Ashphalt Inc	465,535
Receiver General	351,1 <i>77</i>
Loraas Disposal Services Ltd	199,094
Double K Excavating Ltd	165,904
Municipal Employees Pension	164,177
Minister of Finance (RCMP Policing Contract)	125,683
SaskPower	102,640
SUMA	95,036
Walker Projects	84,259
Professional Building Insp Inc	69,164
Strictly Fences Ltd	61,372
HBI Office Plus Inc	53,954
Total	7,817,615

Job Title	Salary (\$50,000 or more)
Town Manager	132,103
Manager of Public Works	87,232
Financial Officer	85,268
Foreman	68,094
Assistant Administrator	67,842
Recreation Director	64,412
Maintenance	62,196
Maintenance	55,446
Maintenance	52,406
Financial Clerk	51,420
	726,418
22 Employees Under 50,000 (various departments)	372,853
18 Volunteer Firefightsers Under 50,000	31,914
Total	1,131,185

